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Annual report of the Administrator on the implementation of the UNDP gender equality strategy in 2015

Summary

This report summarizes the achievements of UNDP in 2015 towards implementing the gender equality strategy, 2014-2017.

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I. Introduction

1. This report summarizes the achievements of UNDP in 2015 towards implementing the gender equality strategy, 2014-2017. The first part of the report summarizes results under each outcome of the UNDP Strategic Plan, 2014-2017. The second part of the report presents the investments of UNDP in institutional effectiveness to strengthen gender mainstreaming.

2. The report shows that UNDP has made significant progress toward fulfilling the goals of its gender equality strategy in 2015. The organization has improved its work on women's political participation and economic empowerment and has strengthened institutional accountability for gender mainstreaming. However, a lack of funding for global and regional gender work and capacities hinders the ability of UNDP to change gender norms and stereotypes and achieve more significant gender equality results.

3. The report shows UNDP is working with partners in both crisis and non-crisis contexts to economically empower women through livelihood support, legal and land reforms and inclusive social protection. There was increased reporting in 2015 on results related to women's empowerment through natural resource management and climate adaptation. While UNDP work promoting women in politics continued to produce strong results, 2015 also saw increased results focused on women's participation in local-level governance and public service. In addition, UNDP reported results across three outcomes on preventing and responding to violence against women in all regions and contexts.

4. On an institutional level, UNDP has certified 25 country offices and in 2015, 28 new countries enrolled in the Gender Equality Seal certification initiative which introduced tools to strengthen country office programming and reporting on gender. UNDP also continued to be one of the strongest United Nations funds and programmes in terms of compliance with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), having met or exceeded 80 per cent of requirements.

5. Key challenges to the achievement by UNDP of gender equality results include: achieving gender parity at P5 level and above; maintaining gender staffing at country and regional levels, particularly in crisis countries; and maintaining adequate funding. Regarding the latter, outcome 4 remains the least funded of the Strategic Plan outcomes. For more transformative results, UNDP must continue working to move from viewing women primarily as beneficiaries towards supporting them as agents of change, particularly in early recovery work, peacebuilding and peace making. There is also a need to shift from investing in short-term projects to funding longer-term initiatives that can change gender norms and stereotypes and achieve lasting gender equality results.

6. In 2015, an independent evaluation of the implementation of the UNDP gender equality strategy for 2008-2013 noted "a marked improvement in the UNDP approach to and implementation of policies to address gender mainstreaming," but also that UNDP work on integrating gender equality in poverty, crisis and energy and environment programming required further attention to achieve more transformative gender results. The evaluation also stressed the need for improved gender analysis, including dedicated resources for gender analysis at the design and evaluation phase of programming. In 2016, UNDP will begin to implement the management actions agreed in response to the evaluation. In addition, future reports to the Executive Board will include regional trends and analysis.

II. Global context

7. With the adoption of the 2030 Agenda for Sustainable Development, 2015 was a pivotal year for international development and gender equality. Notably, the Sustainable Development Goals include a goal (Goal 5) specifically devoted to gender equality and also integrate gender equality into the other goals, reflecting the affirmation of gender equality as a human right, a goal of its own and a driver of development progress. The year was marked by other milestones on gender equality, including the fifty-ninth session of the Commission on the Status of Women, which focused on the 20-year review of the Beijing Declaration and Platform for Action (Beijing+20); and the fifteenth anniversary of the adoption of the landmark Security Council resolution 1325 (2000) on women, peace and security. Gender equality concerns also were addressed at the Third World Conference on Disaster Risk Reduction and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC).

8. Throughout 2015, UNDP assistance to partners occurred amidst global challenges, all of which had specific impacts on women. They included protracted crises around the world, resulting in displacement and migration; the outbreak of the Ebola virus; and the effects of climate change and the structural shifts required to adapt to and mitigate them.

III. Gender equality development results by Strategic Plan outcome

9. In 2015, progress on implementation of the gender equality strategy was on track, with an increasing number of country offices reporting substantive gender equality results. In 2016, the midterm review of the Strategic Plan noted that outcome 4 was one of three Strategic Plan outcomes whose outputs have fully met or exceeded their cumulative 2015 milestones. The largest proportion of results on gender equality falls under the areas of inclusive and sustainable growth, including national gender equality strategies, and stronger systems of democratic governance, including women's participation in decision-making (as reported against outcomes 1 and 2 of the Strategic Plan). There is an increase in results reporting under all outcomes including considerable reporting on work addressing gender-based violence, which is reported under outcomes 2, 3 and 4.

Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

10. Under outcome 1, gender equality performance remains solid, with 119 country offices reporting gender equality results in 2015, up from 110 in 2014; and strong progress on livelihoods and jobs for women, inclusive and sustainable social protection, gender-responsive management of natural resources, gender mainstreaming in climate change adaptation and mitigation, and women's access to affordable and clean energy.

Livelihoods and jobs for women

11. By the end of 2015, 81 countries cumulatively reported results on jobs and livelihoods, benefiting 4.7 million women directly, more than twice as many in 2014 and exceeding 2015 milestones. UNDP interventions included increasing women's access to credit, assets and productive inputs and providing vocational training, mentoring and networking activities, including in the field of information and communications technology (ICT). In Ukraine, UNDP support led to more than 1.1 million women benefiting from livelihoods. UNDP also supported employment, skills training and leadership building for poor women in Bangladesh, enabling more than 200,000 women to be employed or improve their livelihoods, including nearly 4,500 extremely poor women who are their families' sole breadwinners. In El Salvador, UNDP supported more than 6,000 new producers and micro-entrepreneurs, nearly half of them women, with basic and specialized technical assistance for the implementation of rural businesses. Roughly one third of the women were heads of households. In Rwanda, UNDP supported the YouthConnekt project, which promotes and enables the participation of young women in ICT project development and entrepreneurship and encourages them to engage in online debates on the role of women in ICT and entrepreneurship.

Inclusive and sustainable social protection

12. UNDP continued to assist countries to promote inclusive social protection systems that consider the differentiated needs of men and women. In 2015, UNDP supported Brazil, China, the Gambia, Liberia, South Africa, Timor-Leste and United Arab Emirates to approve policy and institutional measures that increase women's access to social protection schemes. This is an expanding area of UNDP work and plans are underway to strengthen research and advocacy to recognise the contribution of women's unpaid labour.

13. In Viet Nam, UNDP supported policy research and advocacy work that contributed to a master plan for social assistance reform, which proposes benefits for pregnant women, a child grant and an expansion of universal social pension and disability benefits. In the Dominican Republic, UNDP support contributed to the expansion of social protection coverage, with female-headed households comprising 66.2 per cent of beneficiaries and the addition of a female entrepreneurship module directed at poor women. In the United Republic of Tanzania, with UNDP support, 3,028 women community facilitators of the Productive Social Safety Nets Programme, which contains a conditional cash transfer component, enhanced their capacity for data collection and reporting on compliance with conditionality for receiving cash transfers.

Box 1. Promoting gender equality in the workplace in Latin America and Caribbean region

UNDP is supporting governments in the Latin America and Caribbean region to develop a Gender Equality Seal Certification Programme through which they can recognize private and public companies for meeting specific standards to promote gender equality and empower women in the workplace. From the launch in 2009 to the end of 2015, more than 400 public and private companies were certified. Actions of certified companies included addressing gender pay gaps; increasing women's roles in decision-making; developing and implementing work-life balance policies, and addressing sexual harassment at work.

For example, the Bank of Brazil, recognizing the importance of the father's responsibility in caring for newborn infants, expanded the period of paternity leave. The Banco National of Costa Rica implemented a leadership programme to increase women's representation in decision-making positions, which resulted in 70 women assuming leadership roles in the company.

Gender-responsive management of natural resources

14. Substantial progress was made throughout 2015 to mainstream gender into natural resources management and ecosystem services programmes and projects. Cumulatively, more than 2.7 million women in 65 countries have benefited from strengthened livelihoods created through management of natural resources, ecosystems services, chemicals and waste. This is more than a threefold increase from the number of women who benefited in 2014. In this area, UNDP is increasingly moving the focus of its work beyond targeting women as beneficiaries and toward advancing women's empowerment, particularly in critical areas such as increasing women's access to and control of land.

15. In Belarus, UNDP supported restoration measures for forests and peatlands, which in two districts increased yields of cranberries and improved the quality of the environment and the living standards of about 11,000 residents, 8,000 of them women. In Eritrea, UNDP supported the full involvement of women in the implementation of the new land tenure system, which contributed to women constituting 40 per cent of land allocation committees, and also supported more than 16,000 people, half of them women, to benefit from cash-for-work programmes focused on soil and water conservation activities. In India, UNDP provided support to the Working Group for Women and Land Ownership, a network of four civil society organizations aiming to enhance women's ownership of land. As a result, more than 5,300 women claimed land rights. In Gujarat, issues of women and land ownership are now integrated in the training of government officials, including those holding land records, and 15 'land legal literacy centres' have been established in 12 districts.

Gender mainstreaming in climate change adaptation and mitigation

16. UNDP continued integrating gender-responsive approaches to agriculture and water management as part of climate change adaptation and mitigation initiatives. In the Democratic Republic of Congo, as part of a UNDP-supported project to strengthen the resilience and adaptive capacity of women and children to climate change, 800 households, 43 per cent headed by women, from six villages received knowledge that allowed them to build community resilience by diversifying agricultural practices and engaging in fish farming, cattle breeding, irrigated agriculture and processing of agricultural products and fish. UNDP supported the Government of the Comoros to implement adaptation measures through the establishment of a network of six rural economic development centres particularly targeting women. The network enabled the dissemination and use of resilient farming techniques and the multiplication of 34 varieties of resilient seeds available for the 2015-2016 agricultural cycle. The initiative is expected to benefit 1,025 farmers, 575 of them women.

17. UNDP also continued to support gender mainstreaming in sustainable forest management and through the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD). In Panama, UNDP worked with the United Nations Environment Programme (UNEP) and the Food and Agricultural Organization of the United Nations to integrate gender concerns into Panama's REDD+ strategy and to develop a participatory process to engage women from diverse cultural and linguistic backgrounds in dialogues on gender and sustainable forest management.

Women's access to affordable and clean energy

18. In this growing area of work, UNDP support contributed to increasing women's access to clean and affordable energy services for heating, lighting and cooking. Initiatives focused on transferring technology and providing training in using alternative energy sources such as biogas and solar power.

19. In Bhutan, UNDP support improved access to clean energy services through distribution of 11,500 improved cook stoves to rural homes, which reduced the burden on women to collect fuel wood from the forest and also reduced exposure to indoor air pollution. In Moldova, UNDP partnered with the Energy Efficiency Agency to implement a subsidy mechanism programme for biomass heating at the household level, of which 38 per cent of the beneficiaries were female-headed households, an increase from 26 per cent in 2014. In Guinea, UNDP supported the establishment of a micro-financing initiative that enabled installation of multifunctional platforms in 18 villages. The platforms are mechanized devices with multiple uses that save time and labour in domestic responsibilities and income-generating activities.

Outcome 2. Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

20. Gender equality performance remains solid in this area, the second largest area under which country offices have reported gender equality results. Overall, 91 countries reported strong progress on gender equality results under outcome 2 of the Strategic Plan, an increase from 81 countries in 2014. Most of these results relate to women's political participation, women's inclusion in local-level governance and legal reforms, the latter focusing primarily on gender-based violence legislation and other gender equality laws and policies.

Women's political participation

21. Throughout 2015, UNDP supported women's political participation, including in peacebuilding, and by supporting constitution-making bodies, parliaments, electoral authorities, female candidates and elected officials. In 2015, UNDP supported women candidates in national elections in 36 countries.

22. In Mongolia, UNDP worked with women's wings of political parties to advocate for an increase in the quota for female candidates for parliamentary elections. In December 2015, the quota was increased from 20 to 30 per cent. In Suriname, UNDP partnered with the Government and non-governmental organizations (NGOs) to enhance the capacities of female candidates through training and coaching, which contributed to an increase in the proportion of women in Parliament from 9.8 per cent in 2010 to 33 per cent following the May 2015 elections. In the United Republic of Tanzania, UNDP in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) supported training of parliamentarians and the creation of women's parliamentary caucuses, which contributed to an increase in the number of women participating in budget discussions from 13 in the 2013-2014 budget session to 23 in the 2014-2015 budget session.

Box 2. Fostering women's political participation in Algeria

With women members accounting for 31.6 per cent of parliament and 18 per cent of local assemblies, Algeria stands at the forefront of women's political representation in the Middle East and North Africa. In June 2015, UNDP, together with UN-Women and Algeria's National People's Assembly, hosted an International Conference of Women Parliamentarians. The conference brought together more than 100 women parliamentarians from Algeria, Brazil, Egypt, Finland, Indonesia, Jordan, Morocco, Rwanda, Senegal, Spain and Tunisia to exchange best practices in promoting women's political participation. Algerian members of parliament shared positive outcomes of their country's quota system, which was implemented through political parties and culminated in women members comprising one third of the National People's Assembly. The meeting also launched the first Algerian Forum of Women Parliamentarians.

Inclusion of women in local-level governance

23. Recognizing the importance of women's participation in local governance for equitable service delivery and community cohesion, UNDP stepped up efforts in 2015 to work with government partners, civil society and women's networks to promote women's participation in all levels of local governance. Country offices reporting results in this area included those for Afghanistan, Algeria, Angola, Ethiopia, Georgia, the Lao People's Democratic Republic and Uganda. For example, UNDP supported local-level women's groups in 12 communities in Georgia, where the newly created women's groups managed to advocate and mobilize resources from local authorities for local issues, such as rehabilitating kindergartens and recreational spaces and organizing events for women and youth. In Uganda, UNDP supported knowledge and skills training on gender-responsive planning and budgeting and gender mainstreaming in district development plans for women leaders from eight local governments. The women leaders agreed on an action plan to formulate women's forums and networks to increase their voice in development issues.

Legal reform: gender-based violence legislation and gender equality laws and policies

24. Throughout 2015, UNDP supported legal reforms advancing gender equality, most of which were focused on preventing gender-based violence and adopting and implementing gender equality laws and policies. In Panama, UNDP worked with the National Institute of Women to develop implementation plans for the law against femicide, and to develop knowledge products, including a guide for local management of security and a compilation of legislation on violence against women. In Malawi, UNDP together with UN-Women assisted the Ministry of Gender to advocate for an improved legal and policy environment, which resulted in enactment of the Marriage and Divorce and Family Relations Act and Trafficking in Persons Act. In El Salvador, UNDP supported the drafting and signing of a bill to create specialized courts on violence against women that was approved by the Legislative Assembly in February 2016 with the support of 77 of the Assembly's 80 members.

25. Under this outcome, countries also reported working on strengthening legal and policy environments and access to justice for women and girls affected by HIV. As follow-up to the Global Commission on HIV and the Law, UNDP convened an expert meeting which produced a strategy on strengthening legal and policy environments to promote and protect the rights and access to health services of young women and adolescent girls. As a result, UNDP is leading the development of a platform for action on age-of-consent laws and harmful traditional practices which increase risk and vulnerability of young women and adolescent girls.

- **Outcome 3. Countries have strengthened institutions to progressively deliver universal access to basic services.**

26. Outcome 3 represents the third largest area of UNDP gender equality results, with 62 countries reporting significant progress in 2015, an increase from 56 countries in 2014. Many of the results reported are related to UNDP work on the rule of law, support for victims of sexual and gender-based violence, and transitional justice processes, particularly in conflict settings. Others are related to new and emerging work on enhancing the role of women in public service and ongoing support for the equitable delivery of HIV services and related health services.

Access to justice and redress

27. By the end of 2015, 740,113 women had benefited from access to legal aid services in 31 countries through the support of UNDP and partners. This is a significant increase from 409,279 cases in 2014 and far exceeded the 2015 milestone. UNDP support in nine countries also contributed cumulatively to 18,312 new gender-based violence cases receiving judgement in the first instance in 2015, up from 10,855 cases in 2014.

28. In partnership with the Department of Peacekeeping Operations and other United Nations partners, UNDP provided technical expertise and training on prosecuting and adjudicating sexual and gender-based violence cases for a wide array of partners, including military and state security institutions, judicial institutions, magistrates, prosecutors and justice ministries. In Iraq, UNDP supported the provision of free legal aid services targeted at preventing and addressing sexual and gender-based violence. Nearly 9,000 internally displaced persons (IDPs) and refugees, more than 7,000 of them women, directly benefited from legal, social and awareness-raising services on sexual and gender-based violence.

29. UNDP also worked to increase the representation of women in legal, judicial, police and security services. In Sierra Leone, UNDP supported a study which provided the police hierarchy with information on the reasons for low recruitment, promotion, retention and specialization of female officers in the Sierra Leone Police.

30. UNDP also expanded efforts to increase women's access to legal aid services. UNDP supported Legal Aid Botswana, which assists women in violent and abusive relationships to access justice. The project includes a Mobile Access to Justice and Social Empowerment Lab that enables women in rural communities to access justice. UNDP and other United Nations agencies supported Mozambique to serve more than 16,000 people during the first nine months of 2015 through help desks for women and children victims of violence located in police stations. In addition, the number of women assisted with free legal aid services increased by 52 per cent. In Afghanistan, UNDP supported expansion of the legal aid grant facility to eight provinces, targeting vulnerable groups including women, through which 319 women received legal aid in 2015, including for 159 cases of violence against women. UNDP also supported training on family and inheritance rights for more than 200 defence lawyers and training for 580 female police officers from Afghanistan at the Sivas Police Training Academy in Turkey.

31. In Guatemala, UNDP continued supporting the civil society network, Breaking the Silence Alliance, to gather and present evidence in the Sepur Zarco trial against military perpetrators of sexual and gender-based violence during the internal armed conflict, which resulted in early 2016 in a breakthrough with the arrest of two of the perpetrators, who received sentences totalling 360 years imprisonment.

Women in public service

32. In 2015, UNDP began working in partner countries to implement the recommendations of the 2014 report on gender equality in public administration to support partners to increase women's representation and leadership in public service. In Nepal, UNDP supported the Government to prepare aspiring public servants from remote areas for public service entrance exams, 63 per cent of whom are women. In Uzbekistan, UNDP supported the drafting of a Cabinet of Ministers resolution on measures to make recruitment to state governance bodies and local executive bodies more transparent and create fair work conditions to make civil service jobs more attractive to both women and men. UNDP also supported the drafting of a code of ethics for government employees that addresses preventing gender discrimination and sexual harassment.

Equitable delivery of HIV and related services

33. In 2015, UNDP worked with national partners to ensure that national systems delivered HIV and related services equitably, including to marginalized populations. In Sudan, UNDP worked with the Global Fund to Fights AIDS, Tuberculosis and Malaria to support national policy frameworks for HIV prevention and response to ensure that gender dimensions are fully integrated in national actions. UNDP also partnered with HIV-positive women's groups to engage in policy dialogue and service delivery, including psychological and social care.

34. UNDP helped strengthen health system delivery aimed at increasing access for HIV-affected women. In Kyrgyzstan, UNDP supported local NGOs to provide HIV-positive women with community care and support programs in the civil and penitentiary sectors. UNDP provided technical support to help the Islamic Republic of Iran to strengthen its health system to address the needs of women living with or vulnerable to HIV, which resulted in more than 6,000 HIV-vulnerable women receiving HIV-harm-reduction services and some 2,500 HIV-vulnerable women receiving rapid HIV diagnostic testing.

Outcome 4. Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

35. Forty-nine country offices reported results against outcome 4, which is devoted to making faster progress in reducing gender inequality and promoting women's empowerment, an increase from 31 countries in 2014. Because a significant amount of work on gender equality is built into other outcomes, country offices, which must limit their selection of outcome areas, often report gender equality results under other outcomes. The majority of results reported under outcome 4 are in promoting gender-responsive budgets and development strategies, including through the collection, analysis and use of gender-disaggregated data; and addressing gender-based violence. UNDP work in the areas of women's economic empowerment and political participation are reported respectively under outcomes 1 and 2.

36. In Bhutan, UNDP and UN-Women provided advocacy and technical support on gender-responsive budgeting that contributed to a 2015 Ministry of Finance decision to initiate gender-responsive budgeting in the Ministries of Agriculture and Forest, Education and Health. UNDP and UN-Women also supported the Department of National Budget to develop a manual to facilitate the adoption of gender-responsive budgeting in other sectors. In Botswana, UNDP supported the drafting by Parliament of a gender and development policy which provides the legislative framework to facilitate gender mainstreaming at the national level and is in compliance with international treaties on mainstreaming in gender policy. In Afghanistan, UNDP supported the Government on gender-responsive policymaking and the establishment of a cabinet committee on gender, after which gender concerns were integrated into policies for six sectors. In June 2015, the Ministry of Finance approved a three-year gender responsive budgeting strategy and guidelines and announced its policy to implement gender-responsive budgeting in line ministries.

- **Gender-based violence**

37. In 2015, 14 countries reported having a strengthened legal or policy framework in place to prevent and address sexual and gender-based violence. This is a twofold increase from the seven countries reported in 2014. Six more countries (Albania, Democratic Republic of the Congo, Sudan, Sri Lanka, Sierra Leone and Zambia) reported having multisectoral services in place to prevent and address sexual and gender-based violence.

38. While much of the UNDP work on gender-based violence is reported under outcome 3, results under outcome 4 relate to efforts to build awareness of gender-based violence and to change stereotypes, including through research and by building capacities of national institutions. Much of UNDP work on gender-based violence is through joint programmes with UN-Women and/or UNFPA.

39. In Dominican Republic, to identify the root causes of violence and establish a relevant action plan, UNDP supported the development of baseline studies in the country's public and private schools, data from which will enable UNDP to support the Ministry of Education to develop and implement prevention policies.

Box 3. Somalia: community conversations for women's empowerment

To change cultural attitudes and elevate the voices of women in Somalia, UNDP is supporting a 'community conversations' methodology to engage six communities in discussions of social norms that perpetuate gender inequality. Since the initiative was launched in early 2014, community conversations on complex gender issues such as women's decision-making at the household level, female genital mutilation/cutting (FGM/C) and girls' education were held by community leaders, community members and civil society organizations. The programme has improved Somali women's knowledge of their rights and changed attitudes towards FGM/C. As one participant said, "We have come to understand that FGM is not a good practice and the majority of us have now denounced the practice".

40. UNDP continued in 2015 to promote the 'zero-tolerance' agenda of the Government of Papua New Guinea, including by supporting the roll-out of gender-based violence strategies in at least five provinces, which entailed enhancing coordination between civil society, faith-based organizations and the private sector and developing awareness-raising and advocacy materials. In Sierra Leone, UNDP supported a study on sexual and gender-based violence during the Ebola crisis, which informed interventions aimed at assisting victims of sexual violence to access legal remedies.

41. In Kenya UNDP supported national authorities to undertake a comprehensive audit of the legal framework and policies that address gender-based violence in the context of HIV, the findings of which informed guidelines to integrate gender-based violence in HIV programming and a plan to end adolescent AIDS. UNDP also supported high-level policy seminars with national human rights institutions on HIV, gender-based violence, human rights and police training on handling rape and SGBV cases. The programme has also supported SGBV survivors amongst the refugee community from South Sudan.

Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.

42. In 2015, 46 countries reported steady progress on gender equality results under outcome 5, a solid increase from 29 countries in 2014. The UNDP contributions in this area focus on ensuring that policy frameworks and institutional mechanisms for the peaceful management of conflict integrate gender concerns.

Gender and conflict

43. Working through the regional N-Peace Network, UNDP supported training in Indonesia for nearly 100 activists, three quarters of them women, to be local mobilizers and to advocate for issues related to women, peace and security that affect women's empowerment and welfare. In Colombia, in 2015 UNDP continued to promote the participation of women, including young, Afro-descendent and indigenous women, in the peace negotiations in La Havana and contributed to a draft peace agreement chapter on transitional justice that recognizes victims, specifically of sexual and gender-based violence. In Kyrgyzstan, UNDP provided training to local self-governance bodies, law enforcement entities and communities on Security Council resolution 1325 as part of efforts to integrate gender into peacebuilding efforts.

Disaster and climate risk management

44. Under this outcome, UNDP worked to strengthen national and local capacities to integrate gender equality into disaster and climate risk management and early recovery. UNDP also focused on integrating gender dimensions into the development of disaster-resilient jobs and livelihoods, mainly through sustainable agriculture, and promoting women's participation and leadership in community-level disaster risk management bodies and decision-making processes.

45. There was an increase in the number of integrated gender-responsive disaster risk reduction and adaptation plans put in place as a result of UNDP support. In 2015, 35 countries reported putting in place gender-responsive disaster risk reduction and adaptation plans, up from 20 countries in 2014.

46. In Bangladesh, UNDP supported disaster management and early recovery programmes that benefited more than 1.3 million women through emergency and disaster-resilient jobs and livelihoods. UNDP interventions combined livelihood programming with decision-making skills. In Uganda, UNDP supported the completion of a gender analysis of climate and disaster risk in disaster-prone districts in the Eastern and Western subregions, which has informed the integration of gender indicators in the district development plans.

Outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

47. In 2015, 26 countries reported gender equality results under outcome 6, slightly up from 23 countries in 2014. Most of these results are in the areas of emergency jobs and livelihoods and early recovery. This year saw efforts to increase the number of women beneficiaries, although more work is still needed to engage women in the planning of early recovery efforts and to ensure that both women and men benefit equitably from early recovery assistance.

- **Emergency jobs and livelihoods and early recovery**

48. In 2015, UNDP support contributed cumulatively to over 2 million women benefiting from emergency livelihood interventions, mostly in Pakistan, the Philippines, Sudan and State of Palestine. This is an increase of 15 per cent from 2014.

49. UNDP interventions in this area include the promotion of women's and men's equal involvement as beneficiaries of local development, employment creation, front-line service delivery and reintegration programmes in post-conflict and post-disaster situations. In the Central African Republic, UNDP interventions provided 3,782 women with temporary employment, including through small commercial and agricultural businesses and public works projects rehabilitating roads and community infrastructure. In Haiti, UNDP promoted women's economic inclusion and strengthened women's resilience through micro-enterprise support linking social cohesion and violence mitigation with economic empowerment. An example of UNDP efforts in this regard is the project on reducing community violence, which provided support to 200 single female-headed households in the Cité Soleil neighbourhood.

50. To ensure that gender concerns were incorporated and measured in early recovery programming in the Syrian Arab Republic, UNDP developed the capacity of 140 NGOs in 11 of 14 Syrian governorates and provided training to women-led organizations focusing on gender and recovery, resilience, programme management and social cohesion. UNDP is operating a livelihoods programme which in 2015 created emergency employment opportunities for 5,080 women in highly affected governorates and developed specialized vocational training for women heading their households.

- **Engaging women in post-conflict and post-disaster recovery**

51. Throughout 2015, UNDP increased efforts to ensure that women are actively engaged in post-conflict and post-disaster recovery, that interventions are informed by active discussion with women and that the capacities of women's grassroots organizations are strengthened.

52. UNDP included gender dimensions in its new operating procedures for crisis response and developed a checklist to ensure that first responders address gender issues and engage women's organizations immediately. UNDP deployed a gender and inclusion specialist to Nepal after the earthquake and supported gender specialists to mainstream gender in post-Ebola recovery plans in Liberia and Sierra Leone.

53. In Pakistan, UNDP supported discussions on infrastructure development with 16 community-based women's organizations, which resulted in improved access to health facilities. UNDP also supported discussions among 1,396 women from IDP and host communities to identify and address challenges around displacement. In Bosnia and Herzegovina, UNDP mobilized resources and programmatic know-how to support women in flood-affected territories, which contributed to single mothers being given priority in housing rehabilitation; out of 1,500 reconstructed homes, 31 per cent were female-headed households. In addition, 58 per cent of the beneficiaries of psychosocial counselling were female.

Outcome 7. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

54. In 2015, UNDP made strong progress in demonstrating the linkages between gender equality and improved development outcomes, including in the context of the Beijing+20 review, the development of the 2030 Agenda for Sustainable Development, the Sendai Framework for Disaster Risk Reduction, the Paris Agreement of the UNFCCC and the fifteenth anniversary of Security Council resolution 1325 (2000) on women, peace and security.

55. After the adoption of the Sustainable Development Goals, UNDP convened regional dialogues focused on gender mainstreaming in the implementation of the Goals. In November, together with the Arab Women Organization and the League of Arab States, UNDP organized the first Sustainable Development Goals conference in the Arab region on gender equality and women's empowerment. At a national level, UNDP provided technical support and advocacy on integrating gender equality concerns in discussions on the Goals, including in Cambodia, Kyrgyzstan and Mongolia.

56. To mark the twentieth anniversary of the adoption of the Beijing Platform for Action, UNDP, with the Government of Argentina and UN-Women, convened a global conference, 'Women and Social Inclusion: From Beijing to Post-2015,' which brought together global leaders, parliamentarians, policymakers, activists and grassroots women from around the world to reflect on persistent and emerging challenges facing women and girls living in poverty. The outcomes contributed to the dialogue on the post-2015 development agenda.

57. In 2015, UNDP ensured that knowledge on integrating gender equality was shared through global policy negotiations. At the Third World Conference on Disaster Risk Reduction, the Administrator chaired a high-level event advocating for the institutionalization of women's leadership and engagement in disaster risk reduction planning, implementation and monitoring. In the lead-up to the Paris Climate Conference, UNDP organized a high-level event during the General Assembly session in New York, in collaboration with UN-Women, the Governments of France, Morocco and Peru and the Green Climate Fund, to bring attention to the gender dimensions of climate change. During the Paris conference, UNDP launched a gender-responsive national communications toolkit and a publication, 'Mainstreaming Gender in Mitigation and Technology Development and Transfer Interventions', produced in partnership with UNEP.

58. The 2015 Human Development Report, 'Rethinking Work for Human Development', made a strong case that women are disadvantaged in the world of work – in both paid and unpaid work – and advocated for reducing and sharing the

burden of unpaid care work; expanding opportunities for women to engage in paid work; and changing norms including promoting women in visible positions of seniority, responsibility and decision making in both public and private spheres.

59. Throughout 2015, UNDP conducted research and analysis into the gender dimensions of inequalities in employment to inform the regional human development report on inequalities in the Europe and the Commonwealth of Independent States region, which will be released in mid-2016. UNDP also held a regional dialogue in Turkey on inequalities, which established a platform of gender and employment experts from civil society and academia to help advance gender equality in employment.

60. Twenty-one countries reported under Outcome 7 in 2015, with results on the use of updated and disaggregated data to monitor progress on national development goals and on supporting governments to prepare reports on the Beijing+20 review. This is an increase from 16 countries in 2014.

IV. Management results: institutional effectiveness for gender mainstreaming

61. This section reports on how UNDP has strengthened its institutional framework to achieve gender equality results. This includes ensuring compliance with the UN-SWAP, improving policy and planning, deepening accountability, financing for gender equality, tracking and monitoring investments, achieving gender parity and enhancing inter-agency collaboration.

UN-SWAP reporting

62. In 2015, UNDP remained one of the highest performing entity in the United Nations system with respect to the UN-SWAP, meeting or exceeding 80 per cent of the performance benchmarks compared to an average of 68 per cent for other United Nations funds and programmes. Auditing and financing investments on gender equality and gender parity remain key areas of improvement.

Improved policy and planning for gender equality

63. UNDP strengthened the mainstreaming of gender equality into its key policy and planning documents in 2015, with both the annual corporate business plan and integrated workplans including a priority output on gender equality. Of the 28 country programme documents approved in 2015, 24 include specific measures to address gender inequalities and 27 have gender- (and sex-) disaggregated indicators.

64. The independent evaluation of UNDP implementation of the gender equality strategy for 2008-2013 carried out in 2015 noted that UNDP has produced tools and established institutional arrangements that have helped strengthen the organization's contributions to gender equality and women's empowerment. However, gender analysis should be better integrated across UNDP programming. As part of the management response to the evaluation, UNDP has begun to refine tools, instruments and processes to better internalize gender equality and women's empowerment. In particular, UNDP had developed a gender analysis tool to be applied to all programmes and projects as part of the corporate quality assurance procedure, including the social and environmental screening. The Gender Team will continue to provide policy advisory services to help offices to integrate and promote gender equality and women's empowerment in country programmes and planning instruments.

Deepened accountability and oversight for gender equality results

65. In 2015, UNDP improved corporate reporting on gender equality results. The UNDP results-oriented annual report (ROAR) system now integrates gender development results and institutional results on gender equality. In addition, country offices are required, through the ROAR system, to explain their gender marker ratings.

66. The Gender Steering and Implementation Committee (GSIC) continues to be the principal corporate accountability mechanism for ensuring that UNDP advances gender equality and women's empowerment in all its work. The GSIC met twice in 2015. The first meeting reviewed progress on implementation of the gender equality strategy in 2014, discussed progress reports submitted by 13 reporting units and identified overall and bureau-specific recommendations to improve UNDP gender work. The second meeting discussed gender equality in UNDP crisis response and a proposal for a refreshed gender parity strategy.

67. GSIC decisions include: (a) all crisis boards will ensure that gender is integrated in recovery planning and programmes; (b) compacts between directors and resident coordinators will include gender results to meet targets for gender equality; and (c) post-conflict needs assessment will engage proactively with women's networks and national women's machinery.

Financing for gender equality

68. UNDP continues to operate a specific line item for gender mainstreaming. The gender mainstreaming initiative allocation for 2015 was $1.6 million. In addition, many country offices and regional bureaux have specific gender programmes and projects and dedicated resources for gender mainstreaming.

69. The most comprehensive indicator of the extent to which UNDP expenditures contribute to gender equality and women's empowerment is the gender marker, which rates projects on a four-point scale that indicates the degree to which a project has contributed to the achievement of gender equality. As table 1 demonstrates, 35 per cent of UNDP expenditures made a significant contribution to gender equality or have gender equality as a principle objective. This is a slight increase from 2014, when the figure was 34 per cent.

Table 1. Gender marker ratings by UNDP global expenditures, 2014–2015*

Rating	2014	2015
GEN0: No noticeable contribution to gender equality	16%	13%
GEN1: Some contributions to gender equality	50%	52%
GEN2: Significant contributions to gender equality	**29%**	**31%**
GEN3: Gender equality is a principal objective	**5%**	**4%**
GEN0 + GEN1	66%	65%
GEN2 + GEN3	**34%**	**35%**

*Excludes expenditures that have not been rated.

70. As shown in table 2, other than outcome 4, outcome 6 on 'post-conflict and post-disaster early recovery' shows the greatest percentage of expenditures (57 per cent) having gender equality as a 'significant' or 'principal' objective. Outcome 1 on 'inclusive and sustainable growth' shows the next greatest expenditure (42 per cent) in this category. Outcome 7 requires a thorough analysis and is a key area for improvement.

Table 2. Gender marker ratings by Strategic Plan outcome expenditures, 2015*

	GEN 0	GEN 1	GEN 2	GEN 3	GEN 0 + GEN 1	GEN 2 + GEN 3
OUTCOME 1 Inclusive and sustainable growth	18%	39%	37%	5%	58%	42%
OUTCOME 2 Stronger systems of democratic governance	10%	50%	38%	2%	60%	40%
OUTCOME 3 Access to basic services	13%	59%	25%	3%	72%	28%
OUTCOME 4 Gender equality and women's empowerment	0%	4%	5%	91%	4%	96%
OUTCOME 5 Reduce likelihood of conflict and lower risk of natural disaster	7%	71%	19%	3%	78%	22%
OUTCOME 6 Early recovery and return to sustain Development	2%	41%	52%	5%	43%	57%
OUTCOME 7 Development debates and actions prioritize poverty and inequality	14%	71%	12%	3%	85%	15%

*Excludes expenditures that were not rated

UNDP Gender Equality Seal certification initiative

71. In 2015, UNDP expanded the number of country offices participating in the Gender Equality Seal, a corporate certification programme designed to increase capacity and accountability for gender mainstreaming. In June 2015, 25 country offices were awarded Gender Equality Seal certification.[1] The second round of the Gender Equality Seal was launched in August 2015, with 28 new country offices enrolling.

Gender architecture

72. The Gender Team, housed in the Bureau for Programme and Policy Support (BPPS), remains the backbone of the UNDP gender architecture. As shown in table 3 below, the Gender Team consists of eight full-time professional advisers at headquarters and 14 in the regional service centres. These capacities are enhanced by an additional seven staff in other BPPS teams, for a total of 29 dedicated gender advisers in the Bureau. However, only 26 positions were funded in 2015 due to financial constraints and this number has since reduced to 24. These numbers are enhanced by 32 national and international gender advisers (P4 and equivalent and above) in country offices. To compensate for the shortcomings of capacities at national level, UNDP has been promoting through the Gender Equality Seal the adoption of multidisciplinary focal teams headed by senior managers in country offices to advance gender equality and women's empowerment. In 2015, 67 per cent of country offices (90) had multidisciplinary gender focal teams led by senior management with written terms of reference, an increase from 45 per cent of country offices in 2014.

Table 3. Gender capacities of the Bureau for Programme and Policy Support (by location)

Location	Gender Team	Other	Total
Headquarters	8		8
Addis Ababa	5	1	6
Bangkok	1	5	6
Amman	2		2
Istanbul	2	1	3
Panama	3		3
Total	**21**	**7**	**28**

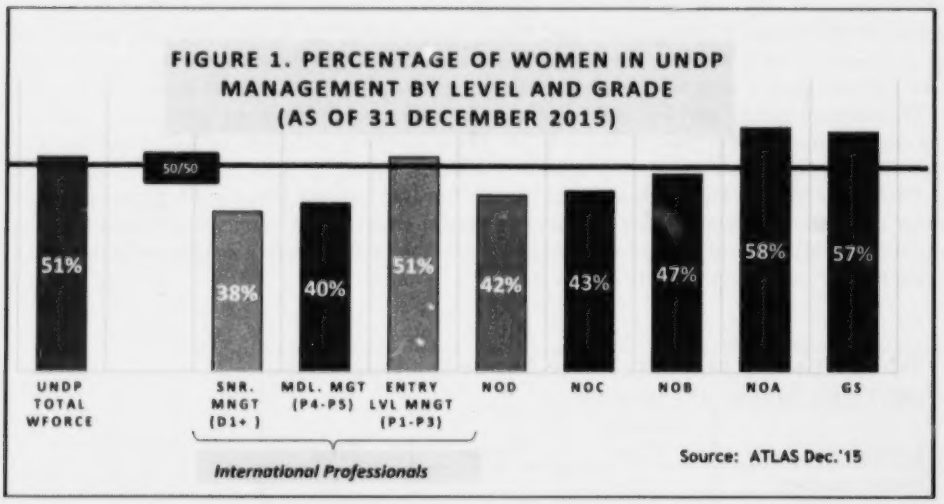
Gender parity within UNDP

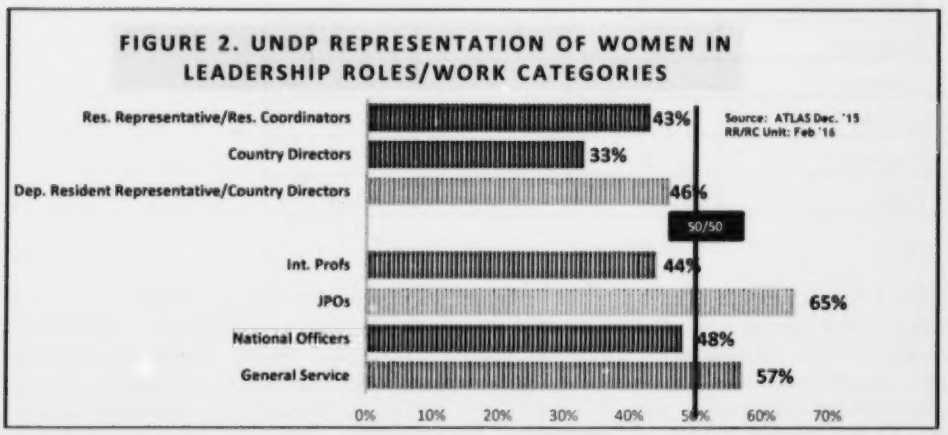
73. As the figures below show, UNDP continues to have a gender-balanced workforce. However, challenges persist with regard to numbers of women in senior management positions (P5 and above). This includes country directors, a category which remains 33 per cent female. Nonetheless, UNDP is approaching gender parity in deputy resident representative/deputy country director positions, with 46 per cent of them women. UNDP has made considerable effort to ensure gender parity in the resident coordinator pool; the percentage of female resident representatives/resident coordinators has risen from 36 per cent in 2012 to 43 per cent in February 2016. Forty-nine per cent of UNDP nominations to the resident coordinator pool have been women. However, only 33 per cent of resident coordinators/humanitarian coordinators are women and only 25 per cent of resident coordinators/deputy special representatives of the Secretary-General/envoys of the Secretary-General are women. To address the remaining gender parity challenges, UNDP is finalizing its refreshed gender parity strategy which envisages action in the following six key areas:

(a) invest in attracting women and building a pipeline of female candidates;

[1] **Gold:** Cuba, Egypt and Nicaragua. **Silver:** Cambodia (high), Nepal (high), Somalia (high), Bahrain, Democratic Republic of the Congo, El Salvador, Fiji multi-country office, Lesotho, Madagascar, Republic of Moldova, Montenegro, Morocco, Nigeria and Peru. **Bronze:** Afghanistan, Belarus, Guinea, Kosovo (in the context of Security Council resolution 1244 (1999)), Niger, programme of assistance for the Palestinian People, Rwanda and Sudan.

(b) strengthen accountability of managers for reaching gender parity targets;
(c) work with leaders/managers to create and manage a truly inclusive workplace;
(d) ensure that internal UNDP human resources strategies, policies, procedures and guidance promote gender inclusiveness and gender parity;
(e) institute special measures to ensure an increase in the appointments/advancement of qualified women;
(f) promote a culture of inclusion, with particular focus on gender.





Partnerships

74. UNDP engaged throughout 2015 in a broad range of inter-agency partnerships promoting gender equality and women's empowerment. As chair of the United Nations Development Group (UNDG) and manager of the resident coordinator system, UNDP ensured that gender equality considerations were integrated in the coordination of development assistance activities of the United Nations system. In 2015, UNDP chaired or co-chaired inter-agency groups on gender equality in 33 countries (25 per cent of country offices). UN-Women, UNFPA and other agencies continue to be the key partners for UNDP in advancing gender equality.

75. In 2015, UNDP and UN-Women intensified collaboration to advance women's economic empowerment. Notably, the global conference convened in Argentina, 'Women and Social Inclusion: From Beijing to Post-2015', gathered

approximately 90 decision makers and leading experts to consider how to advance progress in this area. Outcomes from the meeting included the launch of a new flagship initiative, the Inclusive and Equitable Local Development Programme by UNDP, UN-Women and the United Nations Capital Development Fund. The initiative aims at supporting governments and the private sector at the local level to design, implement and sustain local public and private investments with a particular emphasis on unlocking barriers to women's economic empowerment.

76. In 2015, UNDP supported UN-Women to prepare the global study on the implementation of Security Council resolution 1325 as well as the High-Level Review in October 2015. UNDP also convened inter-agency meetings to ensure gender mainstreaming in the global study on resolution 1325, the High-level Independent Panel on Peace Operations and the review of the United Nations peacebuilding architecture. Furthermore, UNDP supported UN-Women in the establishment of the new Global Acceleration Instrument, a platform to channel financial and technical resources to stimulate women's participation in humanitarian and crisis contexts. UNDP is both a member of the Global Acceleration Instrument funding board and an implementing partner of the fund.

77. UNDP partnered with UNFPA, UN-Women and other agencies to draft essential services guidelines for quality service responses for women and girls subjected to gender-based violence in the areas of health, social services, police and justice, and the governance of coordination processes and mechanisms. UNDP also contributed to drafting of the first United Nations framework to underpin action to prevent violence against women.

78. UNDP continued to share its leading gender mainstreaming tools with other agencies, for example providing technical support to the World Food Programme to establish an incentive programme based on the Gender Equality Seal.

79. As co-chair with UN-Women of the UNDG Task Team, UNDP worked on aligning the gender scorecard with the Sustainable Development Goals. UNDP continued to lead inter-agency efforts to use the gender marker tool to harmonize the tracking of gender-related investments.

80. UNDP forged and strengthened partnerships with women's organizations and networks, universities and think tanks for evidence-based policy advocacy to advance gender equality. These included collaboration with the Levy Economics Institute of Bard College and the Istanbul Technical University Women's Studies Centre on the issue of unpaid care work, with Women in Europe for a Common Future on gender-responsive natural resources, and with the Global Climate Change Alliance on addressing the gender dimensions of climate change.

V. Issues and challenges

81. Despite progress on gender equality, challenges remain in all regions and all thematic areas of UNDP work. The 2030 Agenda provides an opportunity to increase gender mainstreaming across all UNDP work, but for this to be realized all staff need the tools and capacities for strong gender analysis. While UNDP is investing in such tools, their roll-out and implementation require increased and sustained investments

82. Another key challenge is to move beyond investments into quantifiable gender-targeted results and towards transformative actions. This is especially true in post-crisis early recovery work, where UNDP must use its livelihood interventions not just to provide jobs, but to empower women through skills development and leadership opportunities, and must provide greater support for women's civil society organizations and networks. These interventions are vital to build women's resilience and reduce their vulnerabilities. The protracted nature of conflict and the scale of ongoing humanitarian crises make this particularly important. In the coming years, UNDP also needs to works with United Nations partners to bring a stronger women's empowerment approach to development actions in humanitarian settings.

83. Additionally, although UNDP continues to be a leader in promoting women in decision-making, women's participation in peacebuilding, peacemaking and recovery remain insufficient. UNDP must continue to strengthen its investments in crisis response, processes and tools and also better leverage its convening role and development interventions in this sphere.

84. Finally, as changing gender norms and stereotypes takes considerable time, UNDP needs longer-term, multisectoral interventions with predictable financing. To significantly contribute to the achievement of the 2030 Agenda, UNDP must work more closely with partner agencies across the United Nations system to advocate for new and sustained funding models.